

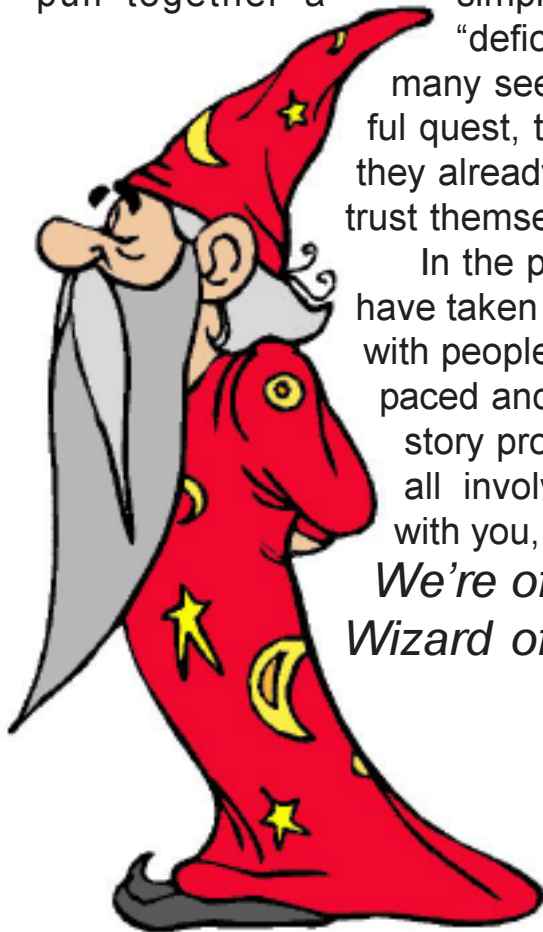
# ***THE WIZARD OF CVOz***

## **Why the Wizard of OZ??**

When L. Frank Baum wrote the now-famous story of the land of Oz nearly 100 years ago, he reached into a history of legend and storytelling to pull together a simple and compelling tale of ordinary (or even “deficient”?) folks thrust into a strange situation with many seemingly unbeatable obstacles. In their successful quest, they discovered the qualities they most needed they already possessed, and so learned to respect and trust themselves and their compatriots.

In the past few years, as ITS-CVO and now CVISN have taken hold, we have had the opportunity to interact with people at all levels and types of activity in this fast-paced and foreign “land”. We think Mr. Baum’s innocent story provides powerful lessons for the quest we are all involved in today. We would like to revisit this tale with you, and see what insights are still useful today.

*We’re off to see the Wizard, the wonderful Wizard of CVOz.....*



**Going Home with T.O.T.O.  
(Technology Oriented Trucking Operations)**



### ***Auntie Em and Kansas***

For many years, the CVO community had existed peacefully. Carriers plied their trade up and down the roads of the country, which were large enough to accommodate their numbers and worked well enough with a limited number and size of trucks. Truckers came to see the highways, truckstops, and rest areas of the country as their home; not just the place where they worked, but the place where they lived and sometimes died.

In investing their lives in the road, they actually helped create it, fostering the growth of more and better facilities and ways of operating that made them both more independent and more tightly bound together at the same time. They became, in a very real sense, a virtual community, like those found in the many small towns in Kansas and across the country. The difference was that the community was not defined by physical closeness but by communication and interaction across an extensive highway system.



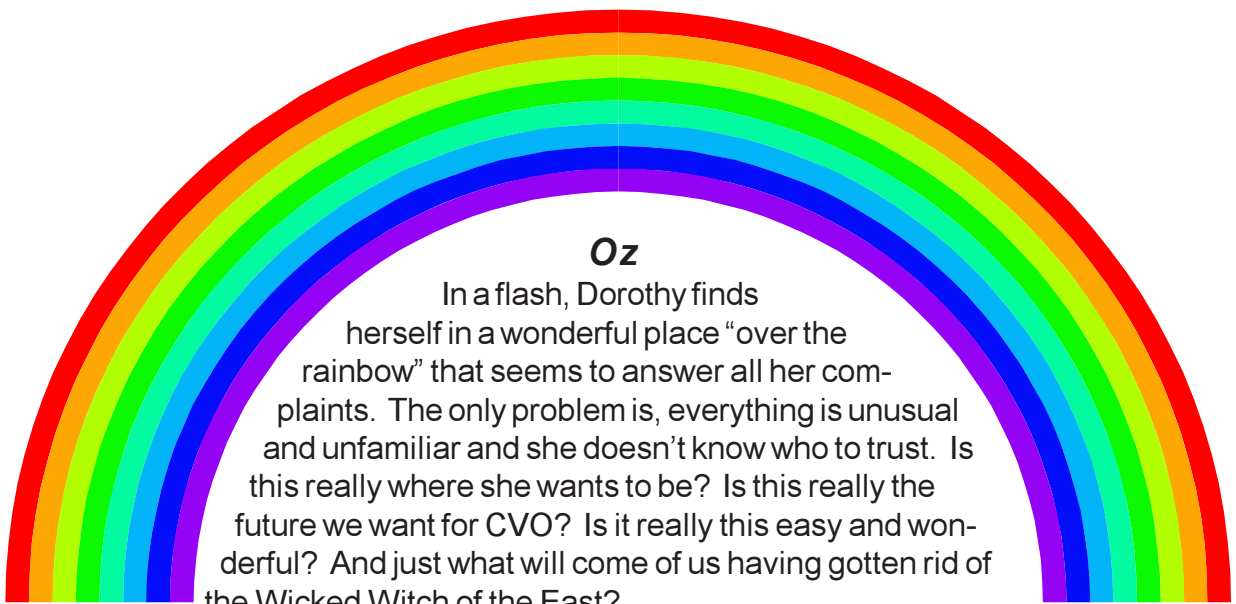
### **The Cyclone**

Over time, the trucking business grew in volume and value. The effort to maintain safety and efficiency in the movement of goods became more and more cumbersome. Increasing amounts of paper documents were needed as states attempted to keep track of where their carriers were, whether they had paid the appropriate amounts of fees, and whether they were operating safely. Weigh stations became congested and dangerous, slowing down carriers on the road. Oversize/overweight permits were slow to be issued because of the large number of carriers requesting them. This whirlwind of paper finally became a storm of protest, as carriers demanded more uniform and efficient enforcement from Washington and each state.



## **Dorothy**

When the wicked neighbor tries to have Toto destroyed, Dorothy feels powerless. Just like Dorothy, the people who do the day-to-day work of CVO for the state feel as though they're being shoved around by everyone else. Likewise, when trouble strikes and upsets the way state employees have been doing things, they feel at the mercy of politicians, carriers, and the general public. Frustrated with the whole situation, they don't know how to make their good ideas heard. Every complaint takes the form of another threat.



## **Oz**

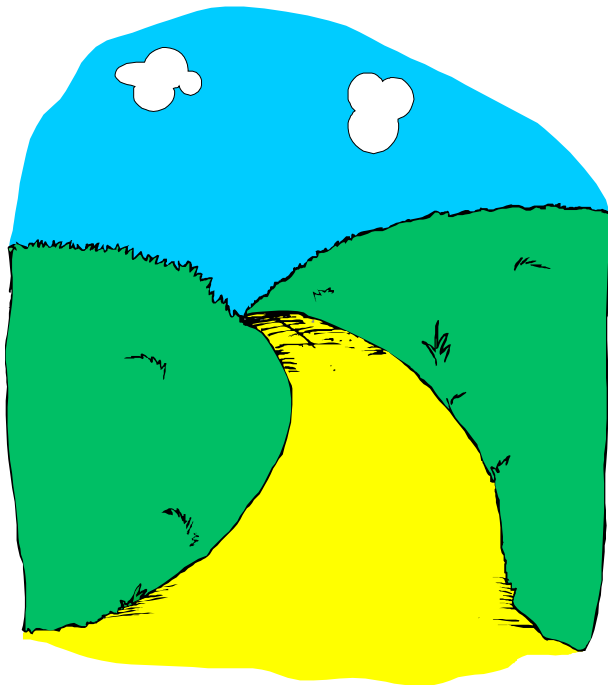
In a flash, Dorothy finds herself in a wonderful place "over the rainbow" that seems to answer all her complaints. The only problem is, everything is unusual and unfamiliar and she doesn't know who to trust. Is this really where she wants to be? Is this really the future we want for CVO? Is it really this easy and wonderful? And just what will come of us having gotten rid of the Wicked Witch of the East?

ITS-CVO has been promised as the land where all our problems, desktide and road-side, will be solved, a wonderland where everything happens easily and instantly - IN COLOR. However, it seems very much unlike our current situation. How do we ensure we will realize the promise for the *entire* CVO community?

## There's no place like home

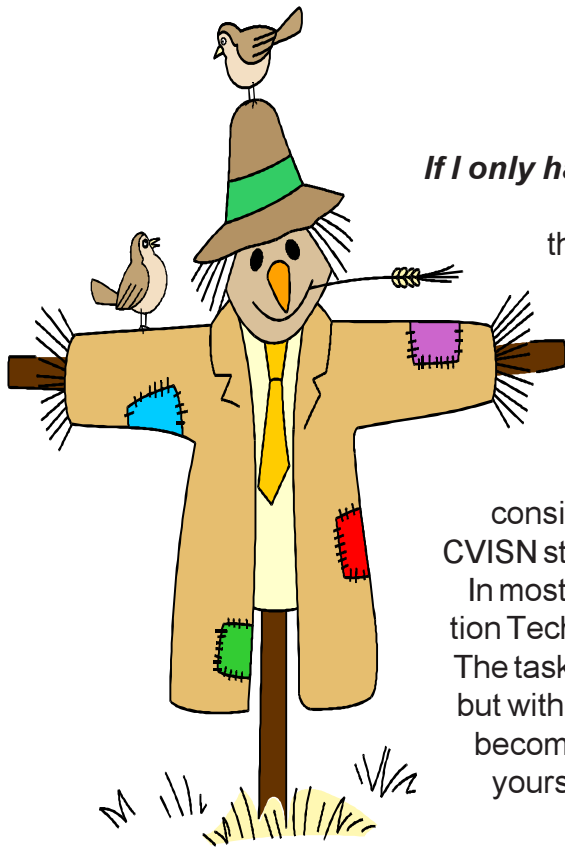
Dorothy said: "...because no matter how dreary and grey our homes are, we people of flesh and blood would rather live there than any other country, be it ever so beautiful. There's no place like home."

We are all more comfortable with the familiar, but that's not really what this part of the story means. There's no place like home because "home" represents the current situation, where an effective compromise has been struck between all the various needs of the carriers and the regulatory agencies. States are on this quest because the regulatory and credentialing environment has changed. Their quest is to return home to this balance.



## Follow the Yellow Brick Road

Every quest requires a path and a goal to retain the focus and imagination of the travelers. Just as the yellow brick road provided the clear path for Dorothy and company, each state's business plan serves that role for the subsequent project planning and deployment of ITS/CVO. If the plan does not set out a clear path, the working group will wander off in several different directions because they will not see any reason not to pursue their own interests. A well developed business plan will continue to focus people's efforts in a common direction and down the yellow brick road of progress.



### ***If I only had a brain***

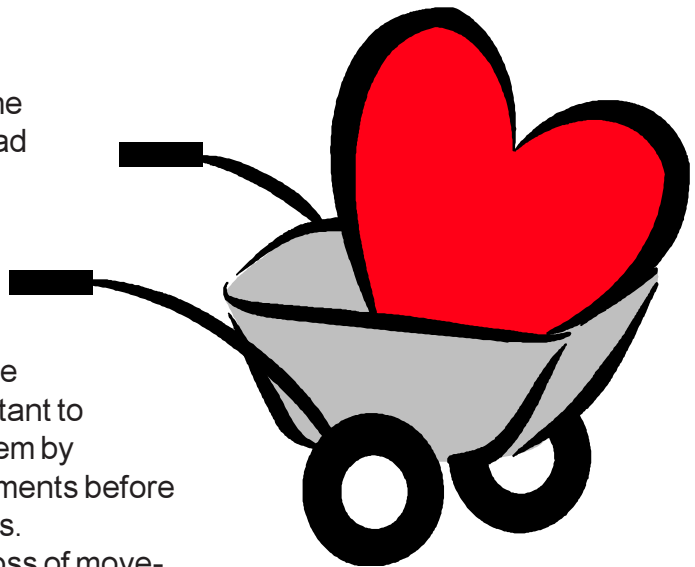
In Baum's original version of Oz, the crows observed that with the addition of brains, the Scarecrow would be "...as good a man as some of them, and a better man than many of them". A state's CVO working group is the same way. The working group will need a "brain", that is, someone to help them understand the details of the CVISN logic (architecture) so that they can leverage their considerable work with that of other states also using the CVISN strategy.

In most states, that means an important role for an Information Technology resource, preferably from inside the state. The task may seem overwhelmingly complex and daunting, but with the addition of a few key capabilities, a state can become "better than many". Don't assume you can't do it yourself, but be sure *someone* does it.

### ***The "heart" to carry on***

When Dorothy found the Tin Man, he was rusting away in the forest. The rust had accumulated as rain fell, but he had not noticed it because he was too busy working. Just so, current state practices may slowly become encrusted with extra and even obstructive practices and rules because no one noticed the cumulative effect of all of them. It is important to "oil" the "rusty" parts of the regulatory system by finding opportunities for process improvements before proceeding with technology enhancements.

Tin Man had suffered doubly: the loss of movement *and* the loss of his heart, but he most valued and missed his heart, his faith. He most desired to *believe* again. It is more important to have a reason to do *some* things in particular, rather than the ability to do *anything* in general. Without focus and faith in the process, all the empowering and automating in the world will get you nowhere, *but a lot faster*.







### ***Courage to pursue change***

Every CVO working group needs to have the courage to engage change and be willing to sacrifice for benefits that are clearly understood. Similarly, the project managers must determine which sorts of benefits can be proven and what the costs are, so that the courage of the team is not wasted on things of no importance.

For example, the use of automated safety ratings may be seen as a threat by both carriers and members of the enforcement community. Yet the system can only produce its benefits if the state has the courage to experiment with the opportunities it offers for more focused enforcement.

### ***Unconventional teamwork***

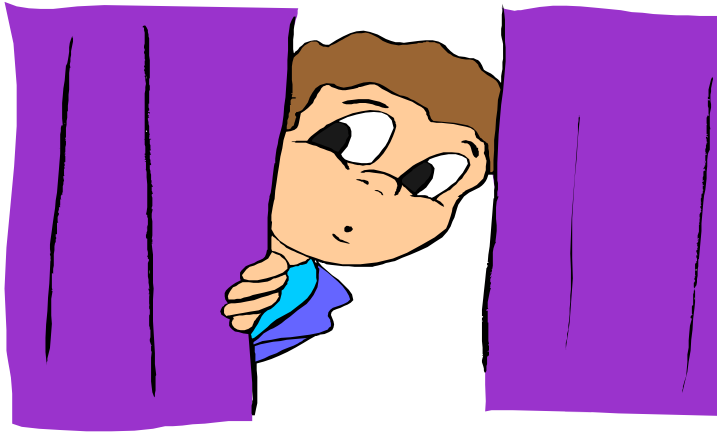
The poppy field put Dorothy and the Lion to sleep, but the Scarecrow and the Tin Man were unaffected and were therefore able to help them all escape. So too do the variable and sometimes seemingly unimportant qualities of the team become crucial to the success of the project. While a system architect is crucial, one individual cannot do it all alone.

The project manager has a particular role to play in keeping the project on track and helping the team realize and utilize its strengths. Each member must contribute his or her best efforts and ideas to help construct and deploy an effective system.

Just as the seemingly all-powerful witch was undone by a bucket of water, some stubborn issues may surrender to novel approaches to problem-solving. The use of outside facilitators, for example, may allow a thorny issue to be managed without political damage being sustained by internal staff.

Things will go wrong, or at least not as planned. Whether that is a catastrophe or merely a learning experience depends on the working group. Team members can choose to be discouraged by unanticipated outcomes, or simply transform them into a learning experience so that they avoid similar problems in the future. The working group must be able to carry on when the going is tough, or the goal seems vague, or the outcome is not as expected.





***Pay no attention to that man behind the curtain...***

While the Wizard seemed to promise a quick and easy solution to all their problems, he was in fact only a mechanism for helping the story's characters solve their problems for themselves. As he admitted to the disappointed travelers, "I'm a very *good* man, but a very *bad* wizard." Similarly, CVISN is not a 'magic bullet' that will suddenly solve all existing CVO issues. It is a strategy

that allows for a teamwork approach to the application of process improvements and technology in both the public and private sectors. In the final analysis, the real improvements come from within and among the states, and their courage, heart, brains and faith.

***The Emerald City***

Dorothy and her fellow travelers also learned, to their amazement, that the Emerald City was the brainchild of the Wizard. Because the people of Oz believed in the Wizard and his vision for an Emerald City, they worked together quite successfully to build it. It didn't have to be that way, but they made it that way, and they all reaped the benefits of the beautiful new city.

Similarly, CVISN is simply an architecture for building something together that will benefit everyone individually. No matter how much technology CVISN deploys by itself, one state alone cannot provide nearly as much benefit from the program as all the states can by working together. States and carriers alike must work together to realize the *C-vision* so that they can all benefit from the participation of everyone.



### ***Ruby slippers***



The real value of the ruby slippers was not realized by Dorothy until very late in the adventure. However, she suspected that they were very useful simply by the fact that so many attempts were made to coax them away from her.

States embarking on the CVISN path might do well to note which portions of their deployment seem to attract the most attention from outside parties. If there are easily realizable benefits to be

obtained, states should be vigilant and perceptive about those benefits, and be sure they understand to whom those electronic screening benefits should obtain to the carriers, or carriers cannot be realistically expected to support the deployment effort.



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### ***Everyday heroes***

Most heroes are everyday people just doing their best and doing the right thing. Dorothy, Toto, the Scarecrow, the Tin Man, and the Cowardly Lion were not outstanding individuals, but they all had the common characteristics of honesty, loyalty, and persistence. When all else failed, they knew they could count on each other and they could trust each other –teamwork at its best.

Building trust through honesty and commitment is critical to the success of the complicated and extended CVISN deployment. Because many interactions and processes are being re-thought and re-considered, it is easy for employees to mistrust those employees they don't know, and even those compatriots who appear to be advocating steps that threaten their status quo. Only trust and honesty will allow these changes to be made without damaging the operations of a functioning unit. And the people who remember that and maintain their credibility will become the 'heroes' that everyone looks to for leadership in the long run.



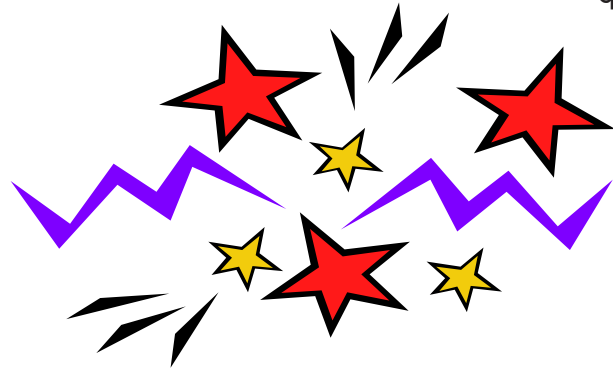


### ***Click Three Times...***

In the end, Dorothy discovers she has always had the capability to go home throughout her long and difficult journey. At first she laments this fact, but then the travelers realize they would not have become who they are now without having shared the pain and struggle of the quest. To have accomplished the journey easily

would have shortchanged everyone.

So it is with ITS-CVO deployment. There are easy ways to produce a business plan, project plan, and deployment strategy. But when the time comes to do the work, if the *entire* state team hasn't been involved in working through the problems, their ability to accomplish anything "real" will be severely compromised. The real value of ITS-CVO isn't in the technology; it's in the people who learn how to use it.



And just what are these three things that we've always had but never *really* used?

***Teamwork*** - When we work together, we pull in the same direction.

***Process Improvement*** - When we pull in the same direction, we find ways to help each other work smarter.

***Technology*** - When we start looking for ways to work smarter, we start finding useful technological tools to help us do just that.

### **Notes:**

There are characters and situations in L. Frank Baum's The Wizard of Oz that we have not touched upon. There might be further ITS/CVO lessons to be observed from the Flying Monkeys or the Good Witch, for example. We challenge you to learn all the lessons Oz has to offer!

Our metaphorical story is available to you for use in whole or in part, or as you might adapt it for educational purposes, so long as you properly cite our copyright. We thank the Commonwealth of Kentucky's Transportation Cabinet and particularly Commissioner Ed Logsdon for giving us the opportunity to be part of a national award-winning ITS/CVO Regional Champion initiative, along with the states that make up the Great Lakes and Southeast regions. And we also appreciate the encouragement of Jeff Loftus and his colleagues at FHWA/OMC who never fail to amOze us.

*Don Hartman*

*Ted Grossardt*

*Nancy Dunaway*

**Strategic Change Integration Group**

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